

# PMI Agile Certified Practitioner (PMI-ACP)®

1. In Agile projects, the technique in which planning is done at three distinct horizons is known as:

A. Monte Carlo Analysis.

B. Portfolio Management.

C. Delphi Technique.

D. Progressive Elaboration.

**Answer(s): D**

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2. What do project reports show during the Sprint review meeting?

A. Estimates compared to the baseline

B. Actual results to the plan

C. Return on investment (ROI)

D. Earned value measurement (EVM)

**Answer(s): C**

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3. In eXtreme Programming (XP), analysis, design, coding, and testing phases are done:

A. At the beginning of the iteration.

B. Every day.

C. In sequence.

D. Without documentation.

**Answer(s): B**

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4. Who is responsible for prioritizing the stories that will be included in the iteration?

A. ScrumMaster

B. Developer

C. Product Owner

D. Team

**Answer(s): C**

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5. What are three processes used to begin an Agile project?

A. Iterations, Product Road map Planning, and Number of Sprint Iterations

B. Visioning, Product Roadmap Planning, and Product Backlog Definition

C. Visioning, Product Backlog Definition, and Project Charter Creation

D. Burndown chart, Product Roadmap, and sprints'length

**Answer(s): B**

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6. Which of the following best describes a core belief of Agile?

A. The best customer feedback comes near the end of the project when there is working software to review.

B. Project status can be gauged by frequently reviewing completed milestones as reflected in the plan.

C. Working solutions are the most accurate way of seeing the progress of the effort.

D. Unique skill sets are harnessed when team members play different roles on a project.

**Answer(s): C**

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7. Scrum practices are facilitated by the:

A. ScrumMaster.

B. Product Owner.

C. Project Sponsor.

D. Scrum team.

**Answer(s): A**

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8. When are acceptance tests typically written for a user story?

A. After coding the story, but before user acceptance testing begins

B. After writing the story, but before coding begins

C. At the start of Product Backlog prioritization planning

D. After estimating the Product Backlog, but before Sprint planning begins

**Answer(s): C**

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9. A "Scrum of Scrums" meeting is:

A. Another name for the daily standup project meeting in a Scrum team.

B. A mechanism that coordinates multiple teams working on a single project.

C. A project meeting that happens twice every day across the Scrum teams.

D. An occasional leadership meeting that provides direction to multiple Scrum teams.

**Answer(s): B**

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**10.** What is the best description of the relationship between Scrum and extreme Programming (XP)?

A. XP is a component of Scrum.

B. The principles of each are often complementary.

C. Scrum is a component of XP.

D. The principles of each are often contradictory.

**Answer(s): B**

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**11.** Risk exposure is the:

A. Funds set aside to contain the risk.

B. Probability a risk will occur.

C. Amount of money the risk will cost if it occurs.

D. Amount of damage to the project if the risk occurs.

**Answer(s): A**

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**12.** Agile communication is effective because:

A. release and iteration planning keep team members aligned, daily synchronization eliminates confusion, and iteration demonstrations keep the team focused on deliverables.

B. Agile communication methods focus on detailed, written requirements and specifications that are more complete and allow the team to manage change more effectively.

C. the use of charts and diagrams over written reports creates clear, targeted communication, and customer involvement in monthly reviews eliminates changes in requirements.

D. daily iteration planning allows change to be managed, and weekly standup meetings ensure that impediments are quickly identified and effectively managed or removed.

**Answer(s): A**

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**13.** In a Lean Software Development environment, the Project Leader strives to eliminate:

A. Work in Process (WIP) and bugs.

B. Delays and building what is not needed.

C. Defects and features with low value stream values.

D. Poor requirements and changing scope.

**Answer(s): C**

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**14.** The ScrumMaster and the Product Owner disagree on the value of a Product Backlog item. In order to resolve the disagreement, the first step the ScrumMaster should take is to ask:

A. The Product Owner to clarify the requirement.

B. The business owner to resolve the problem.

C. The business analyst to research the product value.

D. Another project manager how to resolve the problem.

**Answer(s): A**

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**15.** A full cycle of design-code-verify-release practiced by extreme Programming (XP) teams is called:

A. Story

B. Timebox

C. Iteration

D. Burndown

**Answer(s): C**

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**16.** A business analyst has identified a new risk in an Agile project. What is the best first step the business analyst should take regarding this risk?

A. Call a meeting with the project manager and senior management to determine how the risk will be managed.

B. Email the project manager and add it to the risk register so that it is discussed during the next daily standup.

C. Add the risk in a clearly visible location and ensure it is discussed after the next daily stand up.

D. Call an immediate meeting with all team members to discuss the newly identified risk.

**Answer(s): C**

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**17.** Spike solutions are appropriate when:

A. the business requirements are vague or inadequate for an iteration.

B. a technology is understood well and has been used for a while, but needs a problem to be debugged.

C. there is insufficient time to refactor, but there is a need to resolve a specific problem.

D. a specific technicalQUESTION NO:needs to be answered, stopping work on the spike as soon as it answers that question.

**Answer(s): D**

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**18.** When interacting with team members, the Agile project manager should:

A. Ask team members to do things by phrasing the statement as a request rather than as a demand.

B. Ignore team member input and emotions when important decisions have to be made.

C. Proceed cautiously when requesting team members to do something likely to make them unhappy.

D. Disagree with the team based on the merit of the issue without considering how the team is feeling.

**Answer(s): A**

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**19.** A ScrumMaster consistently holds Daily Scrums and keeps them to 15 minutes or less. The ScrumMaster brings a list of assigned tasks and checks the status of each task with the relevant team members. The ScrumMaster then assigns new tasks for the day and ends the meeting. Is this an appropriate approach to running Daily Scrums?

A. Yes, the ScrumMaster should get status updates and distribute new tasks to the team.

B. Yes, the ScrumMaster should hold Scrums daily and keep the time to 15 minutes or less.

C. No, the ScrumMaster should act in the role of facilitator to foster team self-organization.

D. No, the ScrumMaster should allow the Scrum to run as long as is required by the team.

**Answer(s): C**

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**20.** After three iterations, the problems impeding an Agile team appear to be similar in nature to problems faced in earlier iterations. Inspection of the retrospectives for past iterations reveals information organized into columns entitled "What worked for us" and "What did not work for us." Based on this information, one can infer that the team did not capture:

A. user stories

B. milestones

C. action items

D. requirements

**Answer(s): C**

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